


# Worksession

<b>Agenda Item #</b>	<b>5</b>
<b>Meeting Date</b>	2 February 2004
<b>Prepared By</b>	Sara Anne Daines ECD Director
<b>Approved By</b>	Richard Finn City Manager 

<b>Discussion Item</b>	Maryland Main Street Application
<b>Background</b>	<p>The Maryland Department of Housing and Community Development recently announced its 2004 round of applications for Main Street designation. The program, patterned after the National Main Street program provides valuable technical support and training to selected communities, assisting them in improving the economic vitality, physical appearance, and image of their traditional downtown. A total of five communities are to be selected this year. Applications are due March 1, 2004.</p> <p>The Old Takoma Business Association (OTBA) has expressed its interest in the Maryland and Washington DC Main Street designations. Its Executive Board is prepared to apply for both programs.</p> <p>The application for the Maryland Main Street program, while comprehensive, is fairly straightforward. It requires a three year financial commitment from both the local municipality and the business community. A town meeting is required. We have met with OTBA's Executive Board to review the application and to discuss how to proceed. The Association has agreed to assume primary responsibility for the application though HCD staff will assist in the development of several sections and in the coordination of the required town meeting and council resolution.</p> <p>The City Council will be asked to comment on the pending application and the required resolution.</p>
<b>Policy</b>	To develop viable economic development initiatives which reflect shared values and support efforts of the local business community
<b>Fiscal Impact</b>	<p>Total \$75,000 - expended over a period of three years.</p> <p>The City Council included in its FY04 budget, \$25,000 in matching funds in support of the Old Takoma Business Association and designation of the area as a Maryland Main Street. An additional \$50,000, to be disbursed over the next two years, has been requested and, if supported, would be included in the required resolution.</p>
<b>Attachments</b>	Maryland Main Street Program - Fact Sheets Resolution of Support - DRAFT
<b>Recommendation</b>	To discuss level of Council support for establishment of proposed Main Street / Business Improvement District

Introduced By:

**Resolution 2004-**

**RESOLUTION OF SUPPORT FOR THE DESIGNATION OF OLD TOWN/TAKOMA  
JUNCTION AS A MARYLAND MAIN STREET**

**WHEREAS,** the City Council of the City of Takoma Park recognizes the importance of Old Town / Takoma Junction as it relates to the economic health and quality of life of the community; and

**WHEREAS,** the continued improvement, revitalization and development of Old Town / Takoma Junction is a local economic development goal; and

**WHEREAS,** the Maryland Main Street program has generated community-wide interest and support and is believed to be an effective means of furthering local efforts to preserve the unique character of Takoma Park and to stimulate economic development efforts in Old Town / Takoma Junction; and

**WHEREAS,** the Old Takoma Business Association wishes to be designated as a Maryland Main Street and has the Council's full support of this effort.

**NOW, THEREFORE, BE IT RESOLVED THAT** the Takoma Park City Council does hereby

**Section 1** Endorse the concept of a local Main Street program and the submission of an application to the State of Maryland for the designation of the Old Town/Takoma Junction area as a Maryland Main Street.

**Section 2** Agree to participate in the development and financial support of the local Main Street program for a minimum of three years.

**Section 3** Pledge financial support in the amount of \$25,000 for three years (FY04 through FY06) with funds allocated exclusively for the local Main Street program.

Adopted this \_\_\_\_ day of February 2004.

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Kathy Porter, Mayor

ATTEST:

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Catherine E. Waters, CMC/AAE  
City Clerk

Voting For:

Voting Against:

Absent:

Abstaining:

## Main Street Maryland Program

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### PURPOSE

*Main Street Maryland* is a comprehensive downtown revitalization program created by the Maryland Department of Housing and Community Development. Its goal is to strengthen the economic potential of Maryland's traditional main streets and neighborhoods. Using a competitive process, *Main Street Maryland* will select communities who have made a commitment to succeed, and will assist them in improving the economy, appearance and image of their traditional downtown business districts. To accomplish these goals, the Department has partnered with the National Trust for Historic Preservation's National Main Street Center, who developed the Main Street Approach to downtown revitalization. Since 1977, the Main Street Approach has been implemented in over 1400 communities nationwide, resulting in net gains of 33,000 new businesses and 115,000 new jobs. Over seven billion dollars cumulatively reinvested in these communities has resulted in a reinvestment ratio of over \$30 for every \$1 used to support a local Main Street program.

### THE FOUR-POINT APPROACH

Downtown revitalization is a long-term process, and must be undertaken comprehensively and incrementally. Providing for economic development within the context of historic preservation, the Main Street Approach encourages the retention and reuse of existing resources, while incorporating new, compatible development. Developed by the National Main Street Center, the Four-Point Approach to downtown revitalization emphasizes the importance of working simultaneously in the areas of:

**Organization:** Developing a downtown management organization that is well structured, securely funded, and committed to the future of downtown is the best way to ensure successful revitalization. This framework must be represented by merchants, property owners, elected officials and staff, local industries, chambers of commerce, civic groups, historical societies, bankers, real estate agents, local media and residents. The Main Street Approach helps build consensus and cooperation between these groups.

**Promotion:** Effective promotional activity is the key to changing the image of downtown from negative to positive. Promotional campaigns address three central areas: marketing the downtown as a unified shopping district; advertising the quality and range of goods and services the downtown provides; and bringing people downtown to enjoy special events, parades, and festivals.

**Design:** This element magnifies the attractiveness of downtown. Architectural design through the Main Street program encourages the utilization and enhancement of the quality design components that remain in each individual building. Design elements also include window displays, signs, street lighting, sidewalks, public amenities and landscaping.

**Economic Restructuring:** Due to increasing competition from shopping malls, mail order, television shopping channels, and the Internet, downtown's economy has changed. The Main Street Approach seeks to strengthen the existing economic assets of downtown while diversifying its economic base. A long-range economic development strategy includes: the analysis of customer market data; helping existing businesses expand; recruiting new businesses to attain a balanced retail mix; finding new uses for vacant buildings; converting under-utilized upper stories; and sharpening the competitiveness of downtown merchants.

### MAIN STREET MARYLAND AND YOU

The *Main Street Maryland* program has committed to provide a broad range of services to the participating communities for a three year period. The services include:

- On-site volunteer training programs.
- Manager orientation and training sessions.

- On-site visits to help the community develop and plan for the future.
- On-site design assistance.
- Specialized training on topics specific to downtown businesses.
- Education about state and federal programs and how to utilize them.

## ELIGIBILITY CRITERIA

Maryland communities meeting the following criteria may apply for participation in the *Main Street Maryland* program:

- A minimum population of 1,000 based on the 2000 Census or most recent survey.
- Commitment to employ a program manager for a minimum of three years.
- Commitment to organize and maintain a volunteer board of directors and committees made up of public and private sector individuals.
- Commitment to provide a program budget for a minimum of three years.
- Must be a Designated Neighborhood approved by the State of Maryland.
- Must have a defined central business district with significant number of historic commercial buildings.
- Commitment to the Four Point Main Street Approach
- Procurement of stable long term funding
- Development of Public/Private Partnership

## FACTS AND FIGURES

**1998 Communities Selected:** Cumberland, Easton, Oakland

**1999 Communities Selected:** Denton, Westminster

**2000 Communities Selected:** Taneytown

**2001 Communities Selected:** Bel Air, Frederick, Frostburg, Salisbury

**2003 Communities Selected:** Cambridge, Elkton

### Economic Statistics Through November 2004:

Private Rehabilitation -	\$52,097,680
Public Improvements -	\$20,955,739
Net Gain Jobs -	\$1,099
Net Gain Businesses -	\$398
Volunteer Hours -	\$70,309

- Application Deadline: 1 March
- Announcement: 30 April
- Reconnaissance Visit: Aug/Sept
- Organizational Visit: Jan
- Resource Team Visit: .....
- Annual Review: March/April

## Annual Program Services

Coordinating Main Street programs typically provide the following services annually to participating communities – individually or in group training formats.

### 1. Training Workshops

**New Program Manager Orientation** – provides new managers with an overview of Main Street, along with staff, board, and committee roles and responsibilities. Orientation may be scheduled annually, quarterly, or as needed. Orientation is typically conducted individually or for a group as new managers come on board. Many programs have developed comprehensive program manager training manuals which are given to each new manager.

**Board Member Training** – provides board members with an overview of their roles and responsibilities. Board member training may be held on-site or in a group training setting annually, quarterly, or as needed. Training is typically scheduled as new programs are selected or after significant changes in local boards, or as requested.

**Group/Quarterly Training Workshops** –coordinating programs provide training in a variety of revitalization topics. The format varies among coordinating programs. Group training is usually held 3 to 4 (quarterly) times per year. Many coordinating programs rotate the location among their Main Street communities. Length of the training may be one to three days, depending on program needs and community preference. Content usually includes formal training, roundtable discussion, and a tour of the host community.

Typically, participating communities must attend all group training sessions during the start-up phase. Attendance requirements may relax as programs mature. Many coordinating programs also substitute other seminars for their quarterly workshops, e.g. statewide downtown or tourism conferences, National Town Meeting, or multi-state Main Street conferences.

Topics vary widely, but training topics should be selected based on the needs of participating Main Street programs. Workshop topics include, but are not limited to, the following.

## Sample Group Training Topics

### Organization

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- Organization Basics
- Main Street 101 Basic Training
- Manager Roles & Responsibilities
- Board Members Roles/Responsibilities
- Volunteer Recruitment & Development
- Communication Skills
- Myers-Briggs Personality Type Inventory
- Training Adult Learners
- Managing Crisis
- Conflict Management
- Stress Reduction
- Mediation Techniques
- Using the Internet
- Locating & Applying for Grants
- Working with Volunteers
- Volunteer Motivation
- Strategic Planning
- Fund-Raising
- Facilitating Meetings
- Facilitating Workplan Development
- Public Speaking
- Staff Management & Supervision

### Promotion

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- Promotion Basics
- Marketing & Promoting Main Street
- Advertising Layout & Design
- Heritage Tourism
- Image Development
- Tourism
- Retail/Business Promotions
- Successful Special Events Planning
- Creating Image Campaigns
- Developing a Marketing Plan

### Design

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- Design Management
- Design Basics
- Providing Local Design Assistance
- Window Displays
- Interior Displays
- Americans with Disabilities Act
- National Register Listing Process
- Working with Certified Local Government Commissions
- Fire & Building Codes
- Design Review
- Creating a City from Scratch
- Historic Survey Process
- Urban Sprawl
- Land Use and Zoning
- Crime and Safety

### Economic Restructuring

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- E.R. Basics
- Business Recruitment Practices
- Developing Local Business Opportunities
- Upper-Story Development
- Retail Management
- Fundamentals of Retail
- Successful Retailing
- Retail Marketing
- Community-Initiated Development Training
- Application of Market Analysis
- Market Analysis Methods
- Retail Skills Certification
- Visual Merchandising
- Role of Economic Restructuring
- Analyzing Real Estate
- Commercial Real Estate Development
- Business Assistance
- Business Plans
- Competing with Discounters
- Law Enforcement & Economic Development
- Pro-Forma Analysis
- Marketing Main Street to Businesses
- Customer Service



### 3. Technical Assistance Visits

The purpose of technical assistance visits is to provide local programs with specialized consultation in a specific aspect of their revitalization program. This on-site service typically is delivered in years two and beyond, depending on the coordinating program. The consultation usually lasts one or two days, depending on the topic, local needs, and the consultants used. Technical Assistance Visits are also called mini-resource team visits, tech visits, or on-site consultation, etc.

The topic of the technical assistance visit is developed jointly with the community. Assistance can be provided in a wide variety of topics. Technical assistance visit topics include, but are limited to, the following.

#### Organization

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- Fundraising (basic and advanced)
- Board & volunteer training
- Newsletter design & development
- Communication systems
- Public relations & publicity
- Visioning
- Establishing assessment districts
- Volunteer development
- Strategic planning
- Workplan development
- Conflict resolution
- Leadership development
- Team building
- Assistance for programs in crisis
- Grant writing
- Organization committee training
- Facilitation of board retreats
- Program audits
- Organizational transition

#### Promotion

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- Unified retail promotions
- Special event development and management
- Annual promotional calendar development
- Graphic design assistance
- Development of promotions strategies
- Promotion committee training
- Review & critique of current promotions
- Downtown and the Arts
- Advertising
- Tourism development
- Image development
- Media marketing
- Developing good media relations
- Sponsorship for promotions
- Liability

#### Design

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- Design charettes, urban design
- Visual merchandising
- Streetscape design, implementation
- Window displays
- Historic survey process
- Americans with Disabilities Act
- Design incentives
- Design guidelines and enforcement
- Interior design
- Preservation Commission training
- Upper story development
- Economics of preservation
- Parking
- Traffic management
- Neglected buildings
- Smart growth, planning, and land use issues
- Crime and safety
- Structural engineer inspections of vacant buildings
- Pro-forma analysis for potential projects
- Assessing fire buildings
- Design committee training
- Historic preservation planning
- In-fill
- Waterfront development
- Working with local zoning, building and fire codes

### Economic Restructuring

- One-on-one business consulting
- Marketing Main Street to businesses
- Business retention programs
- Pro-forma analysis
- Customer focus groups
- Economic Restructuring committee training
- Developing a business incubator
- Introduction to real estate
- Market analysis
- Business recruitment
- Maximizing upper floors
- Researching business mix
- Retail trends
- Tourism development
- Financial incentives for development
- Crime and safety issues

## 4. Annual Program Events

Annual program events provide recognition for participating Main Street communities and their successes. They create awareness about the importance of traditional downtowns and neighborhood business districts and provide revitalization information and training for non-Main Street communities. These events, such as awards and promotional events, build broader awareness of the importance of revitalizing Main Street areas. These events are typically organized and implemented by the Main Street coordinating program.

Customary annual events include, but are not limited to, the following:

- ♦ **Main Street Awards Dinners/Receptions** – recognize outstanding local achievements. Attended by local Main Street communities & invited guests.
- ♦ **Great American Main Street Award Winners Showcase** – series of presentations profiles GAMSAs winners of that year. Provides information and inspiration to local programs.
- ♦ **Statewide Downtown Conference** – marketed statewide to all communities; includes a variety of topics/sessions on downtown revitalization.
- ♦ **Downtown Week/Month** – marketed statewide to all communities to highlight the importance of downtown
- ♦ **Downtown Photo Contests** – marketed statewide to all communities to build awareness of the unique aspects of the downtown
- ♦ **Main Street Booth at Trade Show/State Fair** – markets and promotes Main Street program and its participating communities
- ♦ **Statewide/citywide promotional events** – printed Main Street loop tour guides and maps, Main Street Unwrapped (state/citywide promotion of Main Street shopping)
- ♦ **Regional training workshops on the 4 points** – marketed statewide to all communities

*- Contributed by Thom Guzman, Main Street Iowa*



## REQUIRED CORE COMPETENCIES

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To assist designated Main Street communities in the incremental and comprehensive development of an active downtown revitalization program, Maryland Main Street has developed the following list of core competencies. While individual projects and activities are unique to the community, there are some general tasks and types of projects, Maryland Main Street has found to be vital to the progressive growth of a Main Street program and organization. These competencies are meant to be a base level of activity, and communities should strive to undertake more challenging projects as they build capacity.

Steady progress in meeting core competencies must occur during the first three to five of the organization's Main Street Designation in order for specialist services to continue. Core competencies must be in place in order for a community to progress to Mature Main Street designation. Progress in meeting the core competencies will be assessed during the annual Year-End Evaluations.

The core competencies are listed below and categorized according to the Main Street Approach™. In order to build a strong foundation for the program, a very active Organization Committee (often the Board of Directors) is required to work on the numerous projects listed under the category. Although there are many important organizational tasks, it is necessary to remember that the Main Street Approach™ is comprehensive and activities in the areas of Promotion, Design and Economic Restructuring, as well as *Organization*, are essential for an action-oriented program that achieves successful, on-going revitalization of the central business district.

Core competencies often build upon each other and are often related to competencies in other categories. While each community will complete the core competencies in their own time frame within the three to five year window, it is recommended that they be completed in the general sequence in which they are listed.

## Newly Designed Main Street Communities

Virginia Main Street provides the most intensive service in the first five years of program designation. Special services are generally provided in the first year in order to help the community assess issues facing downtown, map out a general strategy for revitalization and train the community in the tools and techniques needed to succeed. The services listed below will be provided to communities using a performance-based approach that will require discussions between the community and Main Street Maryland appropriate targets and outcomes.

NEWLY DESIGNATED MAIN STREET COMMUNITY SERVICES	
Special Services	
<b>Reconnaissance Visit</b>	State and outside specialists perform a preliminary needs assessment of the physical and economic environment of the community and downtown. (On-site)
<b>Organization Visit</b>	State staff assists with organizational issues including role and responsibilities of staff and Board. Work planning assistance is also provided. (On-site)
<b>Resource Team Visit</b>	A team of experts in such fields as preservation architecture, business development and marketing is assembled to address a community specific need. (On-site)
<b>Core Competencies Checklist</b>	Identifies program benchmarks and services as the basis for committee work plans (see Page 9)
Specialist Services and Technical Assistance	
<b>Design Assistance</b>	Comprehensive assistance from an architect with expertise in older historic commercial architecture, including façade designs, consultations and training.
<b>Specialist Visits</b>	One-day visit by State staff and downtown development specialists to help communities address specific issues.
<b>Year-End Evaluation</b>	State staff and specialists come on-site to assess organization progress.
Program Support and Professional Development	
<b>National Main Street Center Network Membership</b>	Benefits include subscriptions to technical publications, newsletters and a hot line for the first.
<b>Program Manager Training</b>	Regular training by state and national experts is provided. <b>Managers and Volunteers must attend.</b>
<b>Regional Board Training</b>	As needed training by State staff and experienced Board members.
<b>Main Street 101</b>	State staff and specialist train local programs in the Main Street Approach™.
<b>Topical Training</b>	State staff and specialists train local programs in specific revitalization topics. Program managers, board and committee members are encouraged to attend.
<b>Scholarships</b>	Scholarships to the NMSC's annual conference are provided.
<b>Work Planning Assistance</b>	State staff is available to facilitate local strategic and work planning.
<b>Remote Consultation</b>	State and National Main Street Center staff are available by phone and e-mail.
<b>Resource &amp; Information Sharing</b>	State staff and specialist prepare quarterly newsletters and timely e-mail updates of opportunities for services and funding available. Networking with other communities is encouraged using VMS maintained contact lists.
Marketing	
<b>Public Relations</b>	Regular press coverage and exposure is provided through media releases and marketing materials.
<b>Use of main Street Logo</b>	Electronic artwork is provided.

## Maryland Main Street At-A-Glance

	New Main Street	Mature Main Street
<b>Requirements</b>		
Use Main Street Approach	X	X
Independent Downtown Organization	X	X
Traditional Main Street District	X	X
Sustainable Program Funding	X	X
Employ Executive Director	X	X
Provide Clerical Support	X	X
Training and Progress Reporting	X	X
Sign Letter of Agreement	Every year until mature stage	Once every three years
National main Street Community	Once every three years	Once every three years
<b>Services</b>		
Reconnaissance Visit	X	
Organizational Visit	X	
Resource Team Visit	X	
National Main Street Center Membership	X	
Design Assistance	X	X
Specialist Visits	X	If resources available
Year End Assessment	X	X
Program Manger Meetings	X	X
Public Relations	X	X
Use of Main Street Name and/or Logo	X	X
Work planning assistance	X	X
MIP Funding	X	X
Main Street 101 Training	X	X
Topical Training	X	X
Regional Board Training	X	X
Remote Consultations	X	X
Resource & Information Sharing	X	X